United Nations A/70/6 (Sect. 27)

General Assembly

Distr.: General
19 March 2015

Original: English

Seventieth session

# Proposed programme budget for the biennium 2016-2017*

## Part VI
## Human rights and humanitarian affairs

## Section 27
## Humanitarian assistance

**(Programme 23 of the biennial programme for the period 2016-2017)****

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* A summary of the approved programme budget will be issued as A/70/6/Add.1.

** A/69/6/Rev.1.

15-04443 (E) 130415

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## Overview

Table 27.1 **Financial resources**

(United States dollars)

| | |
|---|---|
| Appropriation for 2014-2015 | 35 238 200 |
| Technical adjustments (removal of non-recurrent requirements) | (3 561 000) |
| Changes in line with General Assembly resolution 69/264 (further reductions) | (238 000) |
| Changes in line with General Assembly resolution 69/264 (efficiencies) | (155 400) |
| Total resource change | (3 954 400) |
| Proposal of the Secretary-General for 2016-2017[a] | 31 283 800 |

[a] At 2014-2015 revised rates.

Table 27.2 **Post resources**

| | *Posts* | *Level* |
|---|---|---|
| *Regular budget* | | |
| Approved for the biennium 2014-2015 | 72 | 1 USG, 1 ASG, 3 D-2, 4 D-1, 11 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (PL), 15 GS (OL) |
| Proposed for the biennium 2016-2017 | 72 | 1 USG, 1 ASG, 3 D-2, 4 D-1, 11 P-5, 16 P-4, 14 P-3, 5 P-2/1, 2 GS (PL), 15 GS (OL) |

## Overall orientation

27.1 The overall purpose of the programme is to ensure the timely, coherent and coordinated and principled response of the international community to disasters and emergencies and to facilitate the transition from emergency relief to rehabilitation and sustainable development. The legislative authority and mandate for the programme are derived from General Assembly resolution 46/182, in which the Assembly set out the guiding principles of humanitarian response and which reinforced earlier decisions and resolutions adopted by the Assembly and by the Economic and Social Council concerning humanitarian assistance and the leadership role of the Secretary-General in responding to natural disasters and other humanitarian emergencies. This mandate has been confirmed and broadened through the normative developments of resolution 46/182 over the past 20 years.

27.2 The Office for the Coordination of Humanitarian Affairs is responsible for the implementation of the programme and the achievement of its objectives. The strategy for implementing the programme revolves around the following: the development and promotion of a common policy on humanitarian issues for the United Nations system and its partners; the mobilization and coordination of assistance in humanitarian emergencies; the mobilization of United Nations capacity to expedite the provision of international humanitarian assistance; the strengthening of climate change adaptation, sustainable development and environmental policies and practices to reduce risks of disasters; advocacy on humanitarian issues; and the availability of timely information on emergencies and natural disasters. The principal responsibility for implementation of disaster risk reduction activities resides with the inter-agency secretariat of the International Strategy for Disaster Reduction. The Office for the Coordination of Humanitarian Affairs works

*Note*: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; GS, General Service; OL, Other level; PL, Principal level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

closely with entities in the United Nations system to aid the transition from relief to rehabilitation and development. The Office also advocates for and contributes to stronger preparedness for more timely humanitarian assistance to emergencies through regional cooperation in accordance with its mandate.

27.3 To accomplish its mission, the Office for the Coordination of Humanitarian Affairs is committed to working towards greater gender equality. In line with Economic and Social Council resolution 2013/16, the Office will implement an accountability framework for gender equality to enhance and accelerate gender mainstreaming. The Office also ensures that a gender perspective is fully integrated into humanitarian activities and policies through tools such as the gender toolkit, the Inter-Agency Standing Committee Gender Handbook in Humanitarian Action and the Gender Standby Capacity (GenCap) project roster and advisers.

## Overview of resources

27.4 The overall resources proposed for the biennium 2016-2017 for this section amount to $31,283,800 before recosting, reflecting a net decrease of $3,954,400 (or 11.2 per cent) compared with the appropriation for 2014-2015. Resource changes result from three factors, namely: (a) technical adjustments relating to the removal of non-recurrent requirements and the biennial provision of new posts approved for establishment in 2015; (b) resource changes in line with General Assembly resolution 69/264 (further reductions); and (c) resource changes in line with General Assembly resolution 69/264 (efficiencies). The resource changes will not have an impact on full and effective mandate implementation.

27.5 The distribution of resources is reflected in tables 27.3 and 27.5 below.

Table 27.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

| | *2012-2013 expenditure* | *2014-2015 appropriation* | *Resource changes* | | | | | | *Total before recosting* | *Recosting* | *2016-2017 estimate* |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | *Technical adjustments (non-recurrent, biennial provision of posts)* | *New mandates and inter-component changes* | *Further reductions in line with resolution 69/264* | *Efficiencies in line with resolution 69/264* | *Total* | *Percentage* | | | |
| A. Executive direction and management | 5 061.6 | 8 483.4 | (3 561.0) | – | (132.5) | – | (3 693.5) | (43.5) | 4 789.9 | 103.9 | 4 893.8 |
| B. Programme of work | | | | | | | | | | | |
| 1. Policy and analysis | 1 422.2 | 1 546.0 | – | – | – | – | – | – | 1 546.0 | 32.7 | 1 578.7 |
| 2. Coordination of humanitarian action and emergency response | 10 078.3 | 11 317.5 | – | – | (67.6) | – | (67.6) | (0.6) | 11 249.9 | 84.1 | 11 334.0 |
| 3. Natural disaster risk reduction | 2 463.4 | 2 713.4 | – | – | – | – | – | – | 2 713.4 | (10.5) | 2 702.9 |

| | 2012-2013 expenditure | 2014-2015 appropriation | Resource changes: Technical adjustments (non-recurrent, biennial provision of posts) | Resource changes: New mandates and inter-component changes | Resource changes: Further reductions in line with resolution 69/264 | Resource changes: Efficiencies in line with resolution 69/264 | Resource changes: Total | Resource changes: Percentage | Total before recosting | Recosting | 2016-2017 estimate |
|---|---|---|---|---|---|---|---|---|---|---|---|
| 4. Emergency support services | 4 857.3 | 3 820.6 | – | – | (36.7) | – | (36.7) | (1.0) | 3 783.9 | (52.1) | 3 731.8 |
| 5. Humanitarian emergency information and advocacy | 2 481.9 | 3 050.9 | – | – | – | – | – | – | 3 050.9 | 78.2 | 3 129.1 |
| **Subtotal, B** | **21 303.1** | **22 448.4** | **–** | **–** | **(104.3)** | **–** | **(104.3)** | **(0.5)** | **22 344.1** | **132.4** | **22 476.5** |
| C. Programme support | 4 288.5 | 4 306.4 | – | – | (1.2) | (155.4) | (156.6) | (3.6) | 4 149.8 | 82.0 | 4 231.8 |
| **Subtotal, 1** | **30 653.2** | **35 238.2** | **(3 561.0)** | **–** | **(238.0)** | **(155.4)** | **(3 954.4)** | **(11.2)** | **31 283.8** | **318.3** | **31 602.1** |

(2) *Extrabudgetary*

| | 2012-2013 expenditure | 2014-2015 estimate | 2016-2017 estimate |
|---|---|---|---|
| A. Executive direction and management | 16 985.0 | 26 916.3 | 19 816.5 |
| B. Programme of work | 432 369.6 | 666 057.8 | 674 995.1 |
| C. Programme support | 46 603.3 | 54 499.6 | 56 359.4 |
| **Subtotal, 2** | **495 957.9** | **747 473.7** | **751 171.0**[a] |
| **Total** | **526 611.1** | **782 711.9** | **782 773.1** |

[a] This amount does not include grants earmarked for non-Office for the Coordination of Humanitarian Affairs activities provided through the Trust Fund for Disaster Relief (estimated at $435,300,000 for 2016-2017) and by the Central Emergency Response Fund (estimated at $900,000,000 for 2016-2017).

Table 27.4 **Post resources**

| Category | *Established regular budget* | | *Temporary* | | | | | | *Total* | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | *Regular budget* | | *Other assessed* | | *Extrabudgetary*[a] | | | |
| | *2014-2015* | *2016-2017* | *2014-2015* | *2016-2017* | *2014-2015* | *2016-2017* | *2014-2015* | *2016-2017* | *2014-2015* | *2016-2017* |
| **Professional and higher** | | | | | | | | | | |
| USG | 1 | 1 | – | – | – | – | – | – | 1 | 1 |
| ASG | 1 | 1 | – | – | – | – | 1 | 1 | 2 | 2 |
| D-2 | 3 | 3 | – | – | – | – | 1 | 1 | 4 | 4 |
| D-1 | 4 | 4 | – | – | – | – | 25 | 25 | 29 | 29 |
| P-5 | 11 | 11 | – | – | – | – | 115 | 114 | 126 | 125 |
| P-4/3 | 30 | 30 | – | – | – | – | 735 | 742 | 765 | 772 |
| P-2/1 | 5 | 5 | – | – | – | – | 42 | 43 | 47 | 48 |
| **Subtotal** | **55** | **55** | **–** | **–** | **–** | **–** | **919** | **926** | **974** | **981** |
| **General Service** | | | | | | | | | | |
| Principal level | 2 | 2 | – | – | – | – | 2 | 5 | 4 | 7 |
| Other level | 15 | 15 | – | – | – | – | 238 | 237 | 253 | 252 |
| **Subtotal** | **17** | **17** | **–** | **–** | **–** | **–** | **240** | **242** | **257** | **259** |
| **Other** | | | | | | | | | | |
| National Professional Officer | – | – | – | – | – | – | 495 | 486 | 495 | 486 |
| Local level | – | – | – | – | – | – | 777 | 777 | 777 | 777 |
| **Subtotal** | **–** | **–** | **–** | **–** | **–** | **–** | **1 272** | **1 263**[a] | **1 272** | **1 263** |
| **Total** | **72** | **72** | **–** | **–** | **–** | **–** | **2 431** | **2 431** | **2 503** | **2 503** |

[a] The 1,263 "other" category posts are to be funded from general temporary assistance and are included here in compliance with the recommendation of the Advisory Committee on Administrative and Budgetary Questions (A/58/7).

Table 27.5 **Distribution of resources by component**

(Percentage)

| | *Regular budget* | *Extrabudgetary* |
|---|---|---|
| A. Executive direction and management | 15.3 | 2.6 |
| B. Programme of work | | |
| 1. Policy and analysis | 4.9 | 1.6 |
| 2. Coordination of humanitarian action and emergency response | 36.0 | 66.1 |
| 3. Natural disaster risk reduction | 8.7 | 11.1 |
| 4. Emergency support services | 12.1 | 3.5 |
| 5. Humanitarian emergency information and advocacy | 9.7 | 7.6 |
| **Subtotal, B** | **71.4** | **88.9** |
| C. Programme support | 13.3 | 7.5 |
| **Total** | **100.0** | **100.0** |

**Technical adjustments**

27.6 Resource changes reflect the removal of non-recurrent requirements totalling $3,561,000 appropriated for the monitoring mechanism for the delivery of humanitarian assistance to the Syrian Arab Republic.

**Resource changes in line with General Assembly resolution 69/264 (further reductions)**

27.7 Resource changes of $238,000 are proposed in line with General Assembly resolution 69/264 under non-post items. They relate mainly to travel of staff, grants and consultants and take into account the anticipated impact of the new standards of accommodation for air travel and further efficiencies that the Office plans to bring about in 2016-2017.

**Changes in line with General Assembly resolution 69/264 (efficiencies)**

27.8 Resource changes of $155,400 are proposed in line with General Assembly resolution 69/264 under non-post items. They relate mainly to reductions under general temporary assistance and equipment.

**Extrabudgetary resources**

27.9 During the biennium 2016-2017, projected extrabudgetary resources amounting to $751,171,000, representing 96.0 per cent of the overall resource requirements of the Office for the Coordination of Humanitarian Affairs, would complement resources from the regular budget to finance various activities of the Office. The extrabudgetary resource requirements reflect the scale and depth of humanitarian needs that are expected in complex emergencies, including with regard to protection, deep-rooted poverty and food insecurity. The estimated resource requirements also take into account the humanitarian consequences of climate change, sudden-onset climate change-related disasters and crises that develop because of climate change, such as prolonged droughts. The estimated level of resources for 2016-2017 also takes into account the level of anticipated voluntary contributions.

## Other information

27.10 The Office for the Coordination of Humanitarian Affairs has strengthened internal controls, within delegation of authority, to ensure continued proper stewardship of and accountability for resources across the organization. As a core element of personal accountability, the Office has focused on ensuring timely, Office-wide compliance with performance evaluation requirements through improved data mining and analysis. The Office has also undertaken to promote integrity and standards of conduct, including through initiatives such as the leadership dialogues launched by the Ethics Office. The scheduled implementation of Umoja in 2015 signifies a transformative change that will further bolster governance and oversight, contributing to greater accountability and transparency. The Office has taken steps to promote and strengthen accountability in its management of country-based pooled funds. The Office has introduced a new accountability framework that provides a set of risk management tools and requires pooled fund advisory boards to develop risk management strategies.

27.11 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation for this section amount to $5,190,400, including: (a) $1,409,600 from extrabudgetary resources and $418,600 from the regular budget for a total of 126 work-months (24 work-months at the Professional level financed from regular budget resources; and 96 work-months at the Professional level and 6 work-months at the General Service level financed from

extrabudgetary resources); and (b) $3,362,200 from extrabudgetary resources for consultants, travel and other things.

27.12 In 2014-2015, the Evaluation Unit of the Office conducted four thematic evaluations. Under subprogramme 2, the Office evaluated one of its pooled funding mechanisms, the emergency response funds, which resulted in the implementation of stricter controls and risk-based management for implementing partners and the development of new policies regarding the management and governance of all country-based pooled funds. Two evaluations were carried out under subprogramme 4, one examined the role of the Office in humanitarian civil-military coordination and the other its role in preparedness. Both evaluations yielded findings on strengthening the capacities of national emergency actors with a view to meeting the diverse needs of a greater number of audiences and developing comprehensive policies and up-to-date delivery methods. An evaluation of the independent humanitarian news service, the Integrated Regional Information Networks, under subprogramme 2 led to it becoming an independent non-profit media venture.

27.13 In 2016-2017, evaluation resources will be used for external evaluations, which are conducted by independent consultants. Inter-agency humanitarian evaluations assess collective results achieved in responding to humanitarian emergencies and the extent to which coordination facilitated the response. They are mandatory for all declared level 3 emergencies. During the biennium 2016-2017, an inter-agency humanitarian evaluation will be conducted for each level 3 humanitarian emergency. In addition, evaluation resources will be used to conduct eight evaluations of the Office for the Coordination of Humanitarian Affairs: four evaluations of field response emergencies and four evaluations of key thematic issues on topics to be determined by the senior management team. The objective of the internal evaluations is to provide the Emergency Relief Coordinator with information on the achievement of results in key areas of work, capture lessons learned that can be replicated in the future, identify relevant policy issues that need to be addressed and make recommendations aimed at improving operational aspects of the Office for the Coordination of Humanitarian Affairs.

27.14 The Office will continue, through the Inter-Agency Standing Committee and its subsidiary bodies, to coordinate the development of policies and operational guidance for the humanitarian response system. The Office will further provide and manage global platforms such as the United Nations Disaster Assessment and Coordination Team and the International Search and Rescue Advisory Group to pool resources and facilitate a joint response to natural disasters and man-made crises. The Office coordinates with and seeks input from the Department of Peacekeeping Operations, the Department of Political Affairs, the Office of the United Nations High Commissioner for Human Rights and other relevant agencies ahead of the briefings of the informal Security Council Expert Group on the Protection of Civilians, especially when the extension of the mandates of political and peacekeeping missions is under consideration. On the topics of resilience and the selection and capacity-building of humanitarian leaders, the Office collaborates closely with the United Nations Development Programme (UNDP) and the United Nations Development Operations Coordination Office. At the country level, the Office guides United Nations agencies such as the World Food Programme, UNDP, the United Nations Children's Fund, the Food and Agriculture Organization of the United Nations, the World Health Organization and the United Nations Population Fund through the humanitarian programme cycle to ensure coherent and consistent system-wide response strategies and minimize the duplication of response efforts.

27.15 The issuance of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 27.6 and as described in the output information for each subprogramme.

Table 27.6 **Summary of publications**

| | *2012-2013 actual* | | | *2014-2015 estimate* | | | *2016-2017 estimate* | | |
|---|---|---|---|---|---|---|---|---|---|
| | *Print* | *Electronic* | *Print and electronic* | *Print* | *Electronic* | *Print and electronic* | *Print* | *Electronic* | *Print and electronic* |
| Recurrent | 49 | – | – | 6 | 5 | 38 | – | 6 | 38 |
| Non-recurrent | – | – | – | – | – | – | – | – | – |
| **Total** | **49** | **–** | **–** | **6** | **5** | **38** | **–** | **6** | **38** |

## A. Executive direction and management

***Resource requirements (before recosting): $4,789,900***

27.16 The role and functions of the Emergency Relief Coordinator were defined by the General Assembly in its resolution 46/182 and streamlined by the Assembly in its resolutions 52/12 A and B and in the report of the Secretary-General on reform (A/51/950), which called for the strengthening of three core functions: policy development and coordination on humanitarian issues; advocacy of humanitarian issues with political organs; and coordination of humanitarian emergency response.

27.17 The Emergency Relief Coordinator and Under-Secretary-General for Humanitarian Affairs provide overall direction, management and policy guidance to the offices in New York, Geneva and the field. He or she provides leadership in the coordination of the overall response of the international community, particularly that of the United Nations system, to disasters and humanitarian emergencies; undertakes humanitarian diplomacy with Governments of affected countries, including the facilitation of access to emergency areas for rapid delivery of humanitarian assistance; consults with the donor community and other interested States on issues related to the provision of emergency humanitarian assistance; chairs the Inter-Agency Standing Committee and oversees the implementation of its decisions; manages the Central Emergency Response Fund and its loan component; mobilizes resources and support for emergency humanitarian programmes of the United Nations system; steers the development of policies for humanitarian assistance in coordination with relevant partners; serves as the advocate for humanitarian issues on behalf of the United Nations system; and promotes better understanding by the public of humanitarian assistance issues. The Coordinator acts as the main adviser of the Secretary-General on humanitarian issues and cooperates closely with the Department of Political Affairs and the Department of Peacekeeping Operations in the planning and coordination of United Nations humanitarian assistance activities in crisis situations. The Coordinator also chairs the Executive Committee on Humanitarian Affairs. The Under-Secretary-General for Humanitarian Affairs is assisted by an Assistant Secretary-General, who also acts as the Deputy Emergency Relief Coordinator.

27.18 The offices in New York and Geneva support the Coordinator. The New York office includes the Office of the Under-Secretary-General, which assists in the management of the Office for the Coordination of Humanitarian Affairs as a whole, ensuring complementarity of activities and close cooperation between the two offices.

27.19 The Deputy Emergency Relief Coordinator, based in New York, assists the Coordinator in providing overall direction, management and supervision of the offices in New York and Geneva, as well as in supporting the Office's coordination in the field, and provides advice to the Coordinator on all matters relating to the mandate of the Office. The Deputy interacts with

Member States, intergovernmental and non-governmental organizations and operational humanitarian agencies, as well as those departments of the Secretariat whose responsibilities encompass peacekeeping, political and economic activities. The Deputy also oversees the strategic planning and evaluation functions of the Office, serves as the Chair of the Inter-Agency Standing Committee Working Group, acts for the Coordinator in his or her absence and represents him or her, as required, in United Nations bodies, organizations and conferences.

27.20 The Director of Coordination and Response is responsible for management and oversight of the humanitarian coordination leadership in the field, as well as for the management of the field operations. He or she leads the Inter-Agency Standing Committee Emergency Directors Group on operational issues and ensures the formulation of a coherent and timely United Nations response to major and complex emergencies.

27.21 The Director of Corporate Programmes is responsible for the policy, communications, humanitarian financing and administrative support functions. He or she will work closely with Member States, non-governmental bodies and other humanitarian stakeholders in the organization of the first World Humanitarian Summit that will take place in 2016. He or she will also work with all relevant partners to implement the Summit's outcomes and recommendations.

27.22 The Director of the Geneva office is primarily responsible for managing relations with Member States, donors and partners and for the emergency services managed by the Office on behalf of the United Nations system.

27.23 The secretariat of the Inter-Agency Standing Committee supports the Emergency Relief Coordinator/Under-Secretary-General for Humanitarian Affairs in his or her capacity as Chair of the Committee and the Deputy in his or her function as Chair of the Committee's Working Group. The secretariat facilitates the work of the Committee in relation to policy development and advocacy in the humanitarian sector. It services the meetings of the Committee and its Working Group; supports the subsidiary bodies; maintains administrative and consultative communication channels among the members; and monitors implementation of the decisions of the Inter-Agency Standing Committee. The secretariat in New York also serves as secretariat to the Executive Committee on Humanitarian Affairs.

Table 27.7 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

*Objective of the Organization*: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work of the Office for the Coordination of Humanitarian Affairs and of staff and financial resources

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* | *Performance measures* | *2016-2017* | *2014-2015* | *2012-2013* |
|---|---|---|---|---|---|
| (a) Programme of work is effectively managed and supported within the available human and financial resources | (i) Ratio of outputs and services delivered within the established timeline | Target | 98 | 98 | 98 |
| | | Estimate | | 98 | 98 |
| | | Actual | | | 98 |
| | (ii) Average number of days between the circulation of a vacancy announcement and the selection of a candidate | Target | 120 | 120 | – |
| | | Estimate | | 120 | 120 |
| | | Actual | | | 190 |
| (b) Improved accountability of the Office | Percentage of audit and evaluations recommendations implemented by the due date | Target | 90 | – | – |
| | | Estimate | | 80 | – |
| | | Actual | | | 62 |
| (c) Progress is made towards gender equality | (i) Percentage of ratings of the Office for the Coordination of Humanitarian Affairs in the system-wide action plan for gender equality and the empowerment of women that meet or exceed the requirements | Target | 70 | – | – |
| | | Estimate | | 60 | – |
| | | Actual | | | 42 |
| | (ii) Percentage of women in positions at the P-5 level and above | Target | 50 | – | – |
| | | Estimate | | 45 | – |
| | | Actual | | | 43 |

**External factors**

27.24 The objectives and expected accomplishments would be achieved on the assumption that intergovernmental bodies, Governments and non-governmental organizations concerned with humanitarian action continue to support the work of the Office for the Coordination of Humanitarian Affairs.

**Outputs**

27.25 During the biennium 2016-2017, the following outputs will be delivered:

Substantive activities (regular budget/extrabudgetary):

(i) Substantive servicing of inter-agency meetings: Inter-Agency Standing Committee meetings (4); meetings of the Working Group of the Inter-Agency Standing Committee (8); meeting of the reference and technical sub-working groups (40); meetings of the Executive Committee on Humanitarian Affairs (6);

(ii) Recurrent publications: annual reports (2);

(iii) Special events: meetings of the executive management (8).

27.26 The distribution of resources for executive direction and management is reflected in table 27.8.

Table 27.8 **Resource requirements: executive direction and management**

| | *Resources (thousands of United States dollars)* | | *Posts* | |
|---|---|---|---|---|
| | *2014-2015* | *2016-2017 (before recosting)* | *2014-2015* | *2016-2017* |
| Regular budget | | | | |
| Post | 4 163.9 | 4 163.9 | 11 | 11 |
| Non-post | 4 319.5 | 626.0 | – | – |
| **Subtotal** | **8 483.4** | **4 789.9** | **11** | **11** |
| Extrabudgetary | 26 916.3 | 19 816.5 | 65 | 40 |
| **Total** | **35 399.7** | **24 606.4** | **76** | **51** |

27.27 The amount of $4,789,900, reflecting a decrease of $3,693,500 would provide for the continuation of 11 posts (1 Under-Secretary-General, 1 Assistant Secretary-General, 2 D-2, 2 P-5, 1 P-3 and 4 General Service (Other level)), as well as non-post resources for travel to respond to natural disasters and complex emergencies. The decrease of $3,693,500 under non-post resources is due to: (a) the discontinuation of the appropriation for the monitoring mechanism for the Syrian Arab Republic ($3,561,000); and (b) a reduction in travel resources in line with General Assembly resolution 69/264 (further reductions) ($132,500).

27.28 Projected extrabudgetary resources in the amount of $19,816,600 would provide for 40 posts (4 P-5, 14 P-4, 9 P-3 and 13 General Service (Other level)) within the Office of the Under-Secretary-General/Emergency Relief Coordinator, the Strategic Planning Unit, the Corporate Programme Division in New York and the Office of the Director in Geneva as well as for non-post resources for various operating requirements to enable the offices to carry out their activities. These resources will provide support for the Emergency Relief Coordinator in fulfilling his/her role in providing leadership in the coordination of the response of the international community to natural disasters and complex emergencies and in undertaking humanitarian diplomacy with Governments of affected countries. The resources will be used for the servicing of inter-agency meetings, meetings of the Inter-Agency Standing Committee and its working groups and meetings of the Executive Committee on Humanitarian Affairs. The decrease in post and non-post resources is due to the transfer of the Funding Coordination Section from executive direction and management to subprogramme 2.

## B. Programme of work

27.29 The distribution of resources for the programme of work is reflected in table 27.9.

Table 27.9 **Resource requirements by subprogramme**

| | *Resources (thousands of United States dollars)* | | *Posts* | |
|---|---|---|---|---|
| | *2014-2015* | *2016-2017 (before recosting)* | *2014-2015* | *2016-2017* |
| Regular budget | | | | |
| 1. Policy and analysis | 1 546.0 | 1 546.0 | 4 | 4 |
| 2. Coordination of humanitarian action and emergency response | 11 317.5 | 11 249.9 | 29 | 29 |
| 3. Natural disaster risk reduction | 2 713.4 | 2 713.4 | 1 | 1 |
| 4. Emergency support services | 3 820.6 | 3 783.9 | 10 | 10 |
| 5. Humanitarian emergency information and advocacy | 3 050.9 | 3 050.9 | 10 | 10 |
| **Subtotal** | **22 448.4** | **22 344.1** | **54** | **54** |
| Extrabudgetary | 666 057.8 | 674 995.1 | 2 269 | 2 294 |
| **Total** | **688 506.2** | **697 339.2** | **2 323** | **2 348** |

## Subprogramme 1
## Policy and analysis

***Resource requirements (before recosting): $1,546,000***

27.30 Substantive responsibility for this subprogramme is vested in the Policy Development and Studies Branch in New York. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 23 of the biennial programme plan for the period 2016-2017.

Table 27.10 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

*Objective of the Organization*: To improve the strategic and operational coherence of humanitarian response

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* | | *Performance measures* | | |
|---|---|---|---|---|---|
| | | | *2016-2017* | *2014-2015* | *2012-2013* |
| (a) Decisions of Inter-Agency Standing Committee members and other partners are informed by humanitarian policy analysis and dialogue | (i) Increased number of humanitarian policy priorities in the report of the Secretary-General on strengthening coordination that are discussed by Member States in the annual Economic and Social Council and General Assembly humanitarian resolution negotiations | Target | 7 | – | – |
| | | Estimate | | 6 | – |
| | | Actual | | | 6 |
| | (ii) Increased number of recommendations arising from humanitarian policy and programmatic studies and reports implemented | Target | 9 | – | – |
| | | Estimate | | 8 | – |
| | | Actual | | | 5 |

| Expected accomplishments of the Secretariat | Indicators of achievement | Performance measures | 2016-2017 | 2014-2015 | 2012-2013 |
|---|---|---|---|---|---|
| (b) Improved operational planning, monitoring and accountability of the Office for the Coordination of Humanitarian Affairs during disasters and emergency situations, including the transitional phase from relief to sustainable development | Percentage of inter-agency evaluation recommendations implemented by humanitarian agencies | Target | 85 | 100 | 80 |
| | | Estimate | | 90 | 90 |
| | | Actual | | | 80 |
| (c) Improved capacity of United Nations coordinators for the protection of civilians | Number of resident coordinators and humanitarian coordinators trained the application of guidelines for the protection of civilians | Target | 120 | 120 | 140 |
| | | Estimate | | 120 | 120 |
| | | Actual | | | 120 |

**External factors**

27.31 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that consensus can be achieved among humanitarian, development and political actors while they adhere to their respective mandates.

**Outputs**

27.32 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) General Assembly:

a. Substantive servicing of meetings: informal briefings to the Third Committee (2); thematic briefings to Member States on issues relating to General Assembly and Economic and Social Council resolutions and reports (4);

b. Parliamentary documentation: annual reports on the strengthening of the coordination of humanitarian assistance of the United Nations (2);

(ii) Security Council:

a. Substantive servicing of meetings: briefings to the Expert Group on the Protection of Civilians (8);

b. Parliamentary documentation: input to reports of the Secretary-General to the Security Council (2);

(iii) Economic and Social Council:

a. Substantive servicing of meetings: meetings of the Economic and Social Council (2);

b. Parliamentary documentation: annual reports on the strengthening of the coordination of humanitarian assistance of the United Nations (2);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Technical material: strategy papers, policy tools and guidance notes for humanitarian agencies on the interface among the political, assistance and human rights dimensions of the United Nations response to crises; studies, guidance and policy analysis on developments in the humanitarian sector (2);

(ii) Booklets, fact sheets, wallcharts, information kits: assessment report on access in humanitarian crisis (1);

(iii) Exhibits, guided tours, lectures: organization of events with academic institutions and non-governmental organizations to promote humanitarian assistance and concerns (6).

27.33 The distribution of resources for subprogramme 1 is reflected in table 27.11.

Table 27.11 **Resource requirements: subprogramme 1**

| | *Resources (thousands of United States dollars)* | | *Posts* | |
|---|---|---|---|---|
| | *2014-2015* | *2016-2017 (before recosting)* | *2014-2015* | *2016-2017* |
| Regular budget | | | | |
| Post | 1 546.0 | 1 546.0 | 4 | 4 |
| Non-post | – | – | – | – |
| **Subtotal** | **1 546.0** | **1 546.0** | **4** | **4** |
| Extrabudgetary | 11 727.0 | 11 867.0 | 30 | 27 |
| **Total** | **13 273.0** | **13 413.0** | **34** | **31** |

27.34 The amount of $1,546,000 would provide for the continuation of four posts (1 D-1, 1 P-5, 1 P-4 and 1 P-3).

27.35 Projected extrabudgetary resources in the amount of $11,867,000 would provide for 27 posts (4 P-5, 10 P-4, 7 P-3, 2 P-2 and 4 General Service (Other level)) and for non-post resources for various operational requirements. These resources will support the strengthening and further development of a humanitarian policy agenda by developing strategy papers, policy tools and guidance notes for humanitarian agencies on the interface among the political, assistance and human rights dimensions of the United Nations response to crises; advance the protection of civilians agenda in the Security Council and improve the delivery of the Office's mandate to establish and sustain humanitarian access. The resources will also allow for the production of access assessments in times of humanitarian crisis and the organization of events with academic institutions and non-governmental organizations to promote humanitarian assistance and concerns.

## Subprogramme 2
## Coordination of humanitarian action and emergency response

***Resource requirements (before recosting): $11,249,900***

27.36 Substantive responsibility for this subprogramme is vested in the Coordination and Response Division, the secretariat of the Central Emergency Response Fund and the Funding Coordination Section in New York, and the Programme Support Branch and the Partnership and Resource Mobilization Branch in Geneva. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 23 of the biennial programme plan for the period 2016-2017.

Table 27.12 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

*Objective of the Organization:* To ensure a coherent, effective and timely humanitarian response to alleviate human suffering in natural disasters and complex emergencies

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* | | *Performance measures* | | |
|---|---|---|---|---|---|
| | | | *2016-2017* | *2014-2015* | *2012-2013* |
| (a) Timely and principled decision-making underpinned by empowered, competent and experienced inter-agency professionals | (i) Increased percentage of humanitarian coordinators filled by members of the inter-agency humanitarian coordinator pool | Target | 80 | – | – |
| | | Estimate | | 75 | – |
| | | Actual | | | 33 |
| | (ii) Increased percentage of humanitarian country teams that present priority needs and objectives through an agreed upon strategic response plan | Target | 90 | – | – |
| | | Estimate | | 80 | – |
| | | Actual | | | 50 |
| (b) Increased donor funding for humanitarian action | (i) Increased number of Member States contributing to inter-agency response and pooled funding mechanisms | Target | 80 | – | – |
| | | Estimate | | 79 | – |
| | | Actual | | | 78 |
| | (ii) Increased percentage of strategic response plan's funding requirements in protracted emergencies that are at least 70 per cent funded by year end | Target | 30 | – | – |
| | | Estimate | | 25 | – |
| | | Actual | | | 18 |
| (c) Timely and coordinated use of the Central Emergency Response Fund (CERF) in countries with new and protracted emergencies | Percentage of project proposals under the rapid response window approved by the Emergency Relief Coordinator no more than three working days after their final submission | Target | 95 | 95 | – |
| | | Estimate | | 77 | 90 |
| | | Actual | | | 90 |
| (d) Improved response to humanitarian emergencies by all United Nations operational agencies | Percentage of new or escalating emergencies in which coordination staff is deployed within seven days | Target | 90 | – | – |
| | | Estimate | | 90 | – |
| | | Actual | | | 85 |

**External factors**

27.37 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) donors are willing to respond to humanitarian emergencies and disasters; (b) humanitarian workers have unhindered access to the disaster area; and (c) cooperation of authorities and humanitarian partners is available.

**Outputs**

27.38 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget): Security Council: parliamentary documentation: humanitarian input to reports of the Secretary-General to the Council (24); reports on specific complex emergency situations and issues in response to mandates (10);

(b) Other substantive activities (regular budget/extrabudgetary):

(i) Recurrent publications: consolidated inter-agency appeals to the donor community on specific countries and regions affected by humanitarian emergencies (38);

(ii) Special events: donor meetings and informal briefings and consultations with Member States on specific emergency situations and the financing of humanitarian requirements (4); high-level meetings and General Assembly side events on the provision of international assistance to countries affected by humanitarian emergencies (4); meetings and special events on specific complex emergency situations (24); meetings with Member States, regional organizations and the private sector on common humanitarian action (4);

(iii) Periodic and special reports on the funding status of consolidated appeals (2);

(iv) Humanitarian missions: humanitarian assessment and strategy-building missions to review humanitarian needs and design appropriate response strategies; inter-agency assessment and strategy-building missions to review field coordination arrangements;

(v) Substantive servicing of inter-agency meetings: substantive servicing of an inter-agency group on tools and best practices related to the humanitarian programme cycle (4); regular meetings with humanitarian non-governmental organizations on operations, policies and coordination arrangements;

(c) Technical cooperation (extrabudgetary): training in the humanitarian programme cycle for humanitarian partners (4); regional training courses for resident coordinators/humanitarian coordinators in humanitarian law and other emerging issues (2);

(d) Administration and oversight (extrabudgetary): processing of grants from the Central Emergency Response Fund for new and protracted emergencies; maintenance and regular updating of the roster of potential resident/humanitarian coordinators.

27.39 The distribution of resources for subprogramme 2 is reflected in table 27.13.

Table 27.13 **Resource requirements: subprogramme 2**

| | *Resources (thousands of United States dollars)* | | *Posts* | |
|---|---|---|---|---|
| | *2014-2015* | *2016-2017 (before recosting)* | *2014-2015* | *2016-2017* |
| Regular budget | | | | |
| Post | 9 772.4 | 9 772.4 | 29 | 29 |
| Non-post | 1 545.1 | 1 477.5 | – | – |
| **Subtotal** | **11 317.5** | **11 249.9** | **29** | **29** |
| Extrabudgetary | 489 590.4 | 496 160.3 | 1 958 | 1 978 |
| **Total** | **500 907.9** | **507 410.2** | **1 987** | **2 007** |

27.40 The amount of $11,249,900, reflecting a decrease of $67,600, would provide for the continuation of 29 posts (1 D-2, 5 P-5, 10 P-4, 7 P-3, 2 P-2 and 4 General Service (Other level)) and non-post resources for consultant fees, travel and emergency grants to cover the most pressing needs of affected populations that cannot be met from national resources, pending the response of the international donor community. The decrease in non-post resources is in line with General Assembly resolution 69/264 (further reductions).

27.41 Projected extrabudgetary resources in the amount of $496,160,300 would provide for 1,978 posts (18 D-1, 72 P-5, 219 P-4, 302 P-3, 28 P-2, 86 General Service (Other level), 482 National Professional Officer and 771 Local level) and non-post resources for various operational requirements. These resources will continue to support the activities of the Emergency Relief Coordinator in coordinating the international community's response to complex emergencies and natural disasters. This will include creating more predictable funding to enable a prompt response to new or rapidly deteriorating crises, including through the further strengthening of the Central Emergency Response Fund and other pooled funding mechanisms; strengthening the humanitarian coordination on the ground, including by strengthening the Humanitarian Coordinator function and the cluster approach; and enhancing preparedness activities, including by looking at the humanitarian implications of climate change. Extrabudgetary resources will also be used for participation in donor meetings, providing informal briefings and consulting Member States on specific emergency situations and the financing of humanitarian requirements, processing grants for new and protracted emergencies by the Central Emergency Response Fund, managing the roster of potential resident/humanitarian coordinators, conducting humanitarian assessment and strategy-building missions to review humanitarian needs and design appropriate response strategies, supporting inter-agency assessment and strategy-building missions to review field coordination arrangements, providing training on the humanitarian programme cycle for humanitarian partners and preparing technical materials on the consolidated appeals process. The increase in post and non-post resources is due to the transfer of the Funding Coordination Section from executive direction and management to subprogramme 2.

## Subprogramme 3
## Natural disaster risk reduction

***Resource requirements (before recosting): $2,713,400***

27.42 Substantive responsibility for this subprogramme is vested in the International Strategy for Disaster Reduction and its secretariat. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 23 of the biennial programme plan for the period 2016-2017.

Table 27.14 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

*Objective of the Organization*: To prevent and reduce the risk of and vulnerability to natural hazard and the impact of disaster

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* | | *Performance measures* | | |
|---|---|---|---|---|---|
| | | | *2016-2017* | *2014-2015* | *2012-2013* |
| (a) Increased national capacity and commitment to reduce disaster risk and implement the post-2015 framework for disaster risk reduction | (i) Increased number of countries adopting development frameworks, policies and national programmes to implement disaster risk reduction strategies, including those that confront the root causes of social vulnerability | Target | 65 | 60 | – |
| | | Estimate | | 55 | 55 |
| | | Actual | | | 50 |
| | (ii) Increased number of countries reporting on progress in the implementation of the post-2015 framework for disaster risk reduction | Target | 100 | – | – |
| | | Estimate | | – | – |
| | | Actual | | | – |

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* | | *Performance measures* | | |
|---|---|---|---|---|---|
| | | | *2016-2017* | *2014-2015* | *2012-2013* |
| (b) Increased national capacities for post-disaster reconstruction planning at all levels | (i) Increased number of countries using disaster loss accounting systems | Target | 95 | – | – |
| | | Estimate | | 80 | – |
| | | Actual | | | 43 |
| | (ii) Increased number of countries incorporating disaster risk reduction activities into post-disaster recovery planning and operations | Target | 35 | 40 | 26 |
| | | Estimate | | 30 | 30 |
| | | Actual | | | 20 |
| (c) Increased level of investments for disaster risk reduction programmes and projects | Increased number of disaster risk reduction programmes and projects financed by Governments and the international community | Target | 35 | 35 | – |
| | | Estimate | | 30 | 30 |
| | | Actual | | | 25 |

**External factors**

27.43 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) effective cooperation and coordination can be achieved among the partners in the disaster reduction community (Governments, United Nations agencies, regional institutions, intergovernmental bodies and non-governmental organizations); (b) national and regional strategies for disaster reduction are adopted and implemented; and (c) donors adapt their policies to provide for sufficient funding for disaster risk reduction.

**Outputs**

27.44 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget/extrabudgetary):

(i) General Assembly:

a. Substantive servicing of meetings: plenary meetings (2); meetings of the Second Committee (1);

b. Parliamentary documentation: reports on international cooperation on El Niño and on the advancement of the International Strategy for Disaster Reduction (2);

(ii) Economic and Social Council:

a. Substantive servicing of meetings (2);

b. Parliamentary documentation: contribution to reports on disaster situations and coordination of humanitarian assistance;

(b) Other substantive activities (extrabudgetary):

(i) Recurrent publications: global risk update and progress in reducing risk of disasters and on the implementation of the post-2015 framework for disaster risk reduction (1); annual progress report for the International Strategy for Disaster Reduction (2); International Strategy for Disaster Reduction global biennial work programme for effective disaster risk reduction at all levels, based on the post-2015 framework for disaster risk reduction (1);

(ii) Booklets, fact sheets, wallcharts, information kits: documentation of good practices and lessons learned on disaster risk reduction; publication of information kits for media and training material for media/press professionals (2);

(iii) Special events: annual commemoration of the International Day for Natural Disaster Reduction supported by the Making Cities Resilient campaign (2); Global Platform for Disaster Risk Reduction; grant of special awards in recognition of outstanding contributions to disaster reduction (United Nations-Sasakawa Award for Disaster Prevention); thematic workshops on disasters and development; measuring progress in disaster risk reduction, climate change and disaster reduction; early warning; urban risk management; inter-agency coordination on risk reduction; regional platforms on disaster risk reduction (4);

(iv) Technical material: fact sheets on the International Strategy for Disaster Reduction system and thematic issues such as early warning and recovery; guidelines for national contingency planning and disaster preparedness; guidelines for implementation, monitoring and reporting on the post-2015 framework for disaster risk reduction; inter-agency training and guidelines for disaster risk assessment and planning for their use in the common country assessment and United Nations Development Assistance Framework process; PreventionWeb, a disaster risk reduction comprehensive information management system; information on disaster reduction expertise and initiatives; electronic networking tools; progress reports from expert and working group meetings on risk assessment and risk reduction, gender, environment and climate change adaptation; training material for capacity-building for disaster risk reduction for public officials and local governments in particular;

(v) Audiovisual resources: educational material, booklets, information kits tailored to stakeholders;

(vi) Substantive servicing of inter-agency meetings: facilitation and coordination by the United Nations Development Programme of pledging conferences on behalf of national Governments for post-disaster rehabilitation and reconstruction after major disasters;

(c) Technical cooperation (extrabudgetary):

(i) Advisory services: application of national contingency planning and disaster preparedness; coordination of United Nations system post-disaster recovery planning; regional cooperation and inter-agency collaboration for regional and subregional capacity-building strategies and action plans; technical support for the formulation of regional, subregional and national strategies and action plans for disaster reduction; urban risk reduction and development of multi-hazard tools and methodology;

(ii) Training courses, seminars and workshops: regional consultations and national workshops for the United Nations disaster management teams under the Capacity for Disaster Reduction Initiative; training for recovery planning, including the international recovery platform;

(iii) Field projects: assessment of national disaster reduction capacity-building needs; evaluation of regional programmes; programme support for recovery after major disasters; provision of preparatory assistance to develop national programmes in priority high-risk countries.

27.45 The distribution of resources for subprogramme 3 is reflected in table 27.15.

Table 27.15 **Resource requirements: subprogramme 3**

| | *Resources (thousands of United States dollars)* | | *Posts* | |
|---|---|---|---|---|
| | *2014-2015* | *2016-2017 (before recosting)* | *2014-2015* | *2016-2017* |
| Regular budget | | | | |
| Post | 528.0 | 528.0 | 1 | 1 |
| Non-post | 2 185.4 | 2 185.4 | – | – |
| **Subtotal** | **2 713.4** | **2 713.4** | **1** | **1** |
| Extrabudgetary | 82 175.9 | 83 369.9 | 140 | 154 |
| **Total** | **84 889.3** | **86 083.3** | **141** | **155** |

27.46 The amount of $528,000 under posts would provide for the continuation of one D-1 post of Chief of Branch, Regional Programmes and Policy Development, to coordinate the provision of support to the regional offices; support the development and implementation of disaster risk reduction projects at the regional level; and lead the development of policies for national platforms and national coordination mechanisms for disaster risk reduction through the regional offices.

27.47 The amount of $2,185,400 under non-post resources provides for: (a) the continuation of the grant to UNDP in support of the management and administration of operational activities relating to capacity-building for disaster mitigation, prevention and preparedness, which functions have been transferred to UNDP, pursuant to General Assembly resolution 52/12 B; and (b) non-post common services costs related to the D-1 post referred to above.

27.48 In paragraph 16 of resolution 52/12 B, the General Assembly mandated UNDP to support countries in addressing the root causes of disaster risks through its development programmes. In line with this mandate, UNDP uses the grant to fund staff positions in its Bureau for Crisis Prevention and Recovery, which recruits and manages regional and national disaster risk reduction advisers. These advisers assist the country offices in designing and implementing programmes and in providing policy advice in support of disaster risk reduction in high-risk countries.

27.49 Projected extrabudgetary resources in the amount of $83,369,900 would provide for 154 posts (1 Assistant Secretary-General, 1 D-2, 5 D-1, 16 P-5, 29 P-4, 38 P-3, 8 P-2, 4 General Service (Principal level), 48 General Service (Other level) and 4 National Professional Officer) and for non-post resources for various operational requirements. Through these resources, the International Strategy for Disaster Reduction will facilitate coherence and team efforts towards the implementation of the post-2015 framework for disaster risk reduction while continuing to monitor risk patterns, trends and progress in disaster risk reduction and providing strategic policy guidance to countries and the international community; provide support to the Secretary-General in his efforts to provide leadership on disaster risk management; continue the servicing of United Nations governing bodies and global and regional cooperation mechanisms for disaster risk reduction, including the Global Platform for Disaster Risk Reduction, the regional platforms for disaster risk reduction and the International Strategy for Disaster Reduction Support Group; increase efforts, in collaboration with Member States and United Nations partners, to mainstream disaster risk reduction into sustainable development, in particular through support for governance processes and the follow-up to the Global Cities Covenant on Climate; and continue to work to raise the visibility of, and the level of commitment to, disaster risk reduction at the global, regional and national levels through its multisectoral constituency. The International Strategy for Disaster Reduction is facilitating the development of a post-2015 framework for disaster risk reduction. While the post-2015 framework for disaster risk reduction will build on the Hyogo Framework for

Action 2005-2015: Building the Resilience of Nations and Communities to Disasters, it is anticipated that the strategy for implementation will require broadening the focus of work on existing disaster risk to include a focus on preventing the accumulation of new risks, thus contributing to strengthening the post-2015 sustainable development goals. This will require an increased capacity in terms of financial and human resources in 2016-2017.

## Subprogramme 4
## Emergency support services

***Resource requirements (before recosting): $3,783,900***

27.50 Substantive responsibility for this subprogramme is vested in the Emergency Services Branch in Geneva. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 4 of programme 23 of the biennial programme plan for the period 2016-2017.

Table 27.16 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

*Objective of the Organization*: To expedite international humanitarian assistance to victims of emergencies and natural disasters, including environmental disasters and technological accidents

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* | | *Performance measures* | | |
|---|---|---|---|---|---|
| | | | *2016-2017* | *2014-2015* | *2012-2013* |
| (a) Prompt mobilization of international emergency response mechanisms to facilitate international humanitarian assistance to victims of disasters and emergencies | (i) International assistance is provided to the affected country within 48 hours of its request for international assistance [number of hours] | Target | 48 | 48 | 48 |
| | | Estimate | | 48 | 48 |
| | | Actual | | | 48 |
| | (ii) Percentage of new or escalating emergencies in which coordination staff is deployed within seven days | Target | 90 | – | – |
| | | Estimate | | 90 | – |
| | | Actual | | | 85 |
| (b) Enhanced ability of international, regional and national actors to deploy effective, well-coordinated and interoperable humanitarian response capacity within agreed frameworks | Total number of interoperable international humanitarian response tools and services adapted | Target | 42 | – | – |
| | | Estimate | | 41 | – |
| | | Actual | | | 40 |

### External factors

27.51 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) the Government of the affected country requests and/or accepts international assistance; (b) donors are willing to respond to disasters; (c) humanitarian workers have unhindered access to the disaster area; and (d) cooperation of authorities and humanitarian partners is available.

### Outputs

27.52 During the biennium 2016-2017, the following outputs will be delivered:

(a) Substantive activities (regular budget/extrabudgetary):

(i) Technical material: developing, maintaining and upgrading databases and electronic tools related to humanitarian response and response coordination; maintaining and upgrading the International Search and Rescue Advisory Group and Search and Rescue Directory on the Web; developing and maintaining guidelines and handbooks on the use of military and civil defence assets;

(ii) Humanitarian missions: relief and response preparedness missions to disaster and emergency sites (2);

(iii) Special events: annual meetings of institutional governance boards (2); discussion forums on environmental emergencies;

(b) Technical cooperation (extrabudgetary): training courses, seminars and workshops: organization of regional and steering committee meetings of the International Search and Rescue Advisory Group and international search and rescue team-leader meetings; forum on environmental emergencies; organization of regional workshops on disaster management and environmental emergencies, including industrial accidents; training courses on humanitarian civil-military coordination (15); international workshops on emergency assessment, field coordination and response preparedness; planning and participation in disaster response simulation exercises with key partners (15).

27.53 The distribution of resources for subprogramme 4 is reflected in table 27.17.

Table 27.17 **Resource requirements: subprogramme 4**

| | *Resources (thousands of United States dollars)* | | *Posts* | |
|---|---|---|---|---|
| | *2014-2015* | *2016-2017 (before recosting)* | *2014-2015* | *2016-2017* |
| Regular budget | | | | |
| Post | 3 607.2 | 3 607.2 | 10 | 10 |
| Non-post | 213.4 | 176.7 | – | – |
| **Subtotal** | **3 820.6** | **3 783.9** | **10** | **10** |
| Extrabudgetary | 25 295.0 | 26 251.4 | 52 | 52 |
| **Total** | **29 115.6** | **30 035.3** | **62** | **62** |

27.54 The amount of $3,783,900, reflecting a decrease of $36,700, would provide for the continuation of 10 posts (1 D-1, 1 P-5, 2 P-4, 2 P-3, 2 P-2, 1 General Service (Principal level) and 1 General Service (Other level)) and non-post resources for consultant fees and travel. The decrease in non-post resources is in line with General Assembly resolution 69/264 (further reductions).

27.55 Projected extrabudgetary resources in the amount of $26,251,400 would provide for 52 posts (7 P-5, 15 P-4, 12 P-3 and 18 General Service (Other level)) and for non-post resources for various operational requirements. The extrabudgetary resources will be used to provide support to disaster-affected countries by strengthening the mechanisms for emergency response through the organization of workshops and training courses on emergency assessment, field coordination and response preparedness and disaster response and management. These resources will also be used for the further promotion of the membership of developing and disaster-prone countries in emergency response networks, the development and strengthening of the capacity of the Office for the Coordination of Humanitarian Affairs to respond through its internal Emergency Response Roster and the improvement of mechanisms, instruments and procedures for the mobilization and coordination of international assistance in case of natural disasters and complex emergencies.

## Subprogramme 5
## Humanitarian emergency information and advocacy

***Resource requirements (before recosting): $3,050,900***

27.56 Substantive responsibility for this subprogramme is vested in the Communications Services Branch and the Information Services Branch. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 5 of programme 23 of the biennial programme plan for the period 2016-2017.

Table 27.18 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

*Objective of the Organization*: To ensure effective advocacy of humanitarian principles and knowledge-sharing, serving populations affected by disasters and emergencies

| *Expected accomplishments of the Secretariat* | *Indicators of achievement* | *Performance measures* | *2016-2017* | *2014-2015* | *2012-2013* |
|---|---|---|---|---|---|
| (a) Enhanced awareness of and regard for humanitarian principles and concerns | (i) Increased number of print media stories covering humanitarian issues and messaging of the Office for the Coordination of Humanitarian Affairs | Target | 72 000 | – | – |
| | | Estimate | | 65 000 | – |
| | | Actual | | | 59 168 |
| | (ii) Increased public engagement in humanitarian issues through social and broadcast media [number of followers on social media platforms of the Office for the Coordination of Humanitarian Affairs] | Target | 120 000 | – | – |
| | | Estimate | | 90 000 | – |
| | | Actual | | | 65 078 |
| (b) Improved access to relevant information for decision-making by the humanitarian community | Increased number of unique visitors on ReliefWeb and Humanitarian Response web platforms [millions of unique visitors] | Target | 25.84 | – | – |
| | | Estimate | | 24.36 | – |
| | | Actual | | | 21.70 |

### External factors

27.57 The subprogramme is expected to achieve its objectives and expected accomplishments on the assumption that: (a) there is a commitment from Governments to support/accept that the United Nations addresses key humanitarian advocacy issues; and (b) there is agreement among partners in strategically addressing information-sharing, coordination and standardization initiatives.

### Outputs

27.58 During the biennium 2016-2017, the following outputs will be delivered:

(a) Other substantive activities (regular budget/extrabudgetary):

(i) Exhibitions, guided tours, lectures: organization of events to promote humanitarian issues and concerns; exhibitions on humanitarian activities to be displayed at meetings, seminars and public events, such as World Humanitarian Day (2);

(ii) Booklets, fact sheets, wallcharts, information kits: producing and updating print materials to support advocacy on coordination of humanitarian action;

(iii) Press releases, press conferences: launching of the annual consolidated appeals (2); press releases on humanitarian emergencies disseminated to national and international media (2);

(iv) Special events: humanitarian briefings for the media;

(v) Technical material: maintenance and expansion of digital platforms of the humanitarian community (ReliefWeb, Humanitarian Response, Humanitarian Data Exchange); provision of guidance, templates and training on reporting products; information support for humanitarian actors on the ground (e.g., field guides, maps, logistics information);

(vi) Humanitarian missions: support humanitarian partners to strengthen communication with disaster-affected communities; field missions for media representatives and advocates;

(b) Technical cooperation (extrabudgetary): advisory services: setting information management standards for information exchange in the humanitarian community;

(c) Conference services, administration and oversight (regular budget/extrabudgetary): central support services: computer and software user support and training.

27.59 The distribution of resources for subprogramme 5 is reflected in table 27.19.

Table 27.19 **Resource requirements: subprogramme 5**

| | *Resources (thousands of United States dollars)* | | *Posts* | |
|---|---|---|---|---|
| | *2014-2015* | *2016-2017 (before recosting)* | *2014-2015* | *2016-2017* |
| Regular budget | | | | |
| Post | 3 050.9 | 3 050.9 | 10 | 10 |
| Non-post | – | – | – | – |
| **Subtotal** | **3 050.9** | **3 050.9** | **10** | **10** |
| Extrabudgetary | 57 269.5 | 57 346.5 | 89 | 83 |
| **Total** | **60 320.4** | **60 397.4** | **99** | **93** |

27.60 The amount of $3,050,900 would provide for the continuation of 10 posts (1 D-1, 1 P-5, 3 P-4, 2 P-3 and 3 General Service (Other level)).

27.61 Projected extrabudgetary resources in the amount of $57,346,500 would provide for 83 posts (1 D-1, 7 P-5, 23 P-4, 31 P-3, 2 P-2, 1 General Service (Principal level), 12 General Service (Other level) and 6 Local level)) and for non-post resources for various operational requirements. The extrabudgetary resources will allow the Office for the Coordination of Humanitarian Affairs to continue to support the Emergency Relief Coordinator and the humanitarian community in advocacy aimed at encouraging Member States and parties to conflicts to put humanitarian principles into practice through advocacy centred on international humanitarian law, the protection of civilians in armed conflict and the safety and security of aid workers. Sustained efforts will continue to be made on advocacy aimed at maintaining the distinction between civilians and combatants and ending impunity for those who commit attacks on civilians, including aid workers. To that end, the Office will produce and update print materials to support advocacy relating to the coordination of humanitarian action and display exhibits on humanitarian activities at meetings, seminars and public events to promote humanitarian issues and concerns. The use of extrabudgetary resources will also allow the Office to provide timely and reliable information on unfolding emergencies and natural disasters in order to inform decision-making and support

humanitarian action on the ground, including through expanded networks, coverage and reach. This includes updating and improving its principal websites. The Office will also issue press releases on humanitarian emergencies to national and international media and provide information support for humanitarian actors on the ground.

## C. Programme support

***Resource requirements (before recosting): $4,149,800***

27.62 The Administrative Services Branch of the Office for the Coordination of Humanitarian Affairs comprises two administrative services branches, one in New York and one in Geneva. The branches are responsible for performing administrative functions, including those relating to finance and budget, human resources, staff development and training, and for providing administrative support and guidance to staff members.

27.63 The Administrative Services Branch in New York oversees the financial, human resources and general administration of the Office for the Coordination of Humanitarian Affairs and provides guidance on administrative matters. It supports senior management in formulating policies and instructions, including on financial management, workforce planning, rostering and staff development and training. It coordinates departmental programme budgets and presentations to legislative bodies.

27.64 Under the overall strategic direction of the head of the Administrative Services Branch, the Administrative Services Branch in Geneva manages the receipt and expenditure of funds, supports the procurement of goods and services and undertakes the recruitment, deployment and administration of field staff.

27.65 During the biennium 2016-2017, the Administrative Services Branch will continue to focus on workforce and succession planning, as well as career and staff development, in line with the human resources strategy. It will also improve financial monitoring and projections of future funding requirements, managing and effectively utilizing resources, capturing and sharing field information and ensuring the accurate and timely reporting of financial transactions. As part of these efforts, the Administrative Services Branch will continuously focus on enhancing the service orientation and client focus of its administrative support.

27.66 The distribution of resources for programme support is reflected in table 27.20.

Table 27.20 **Resource requirements: programme support**

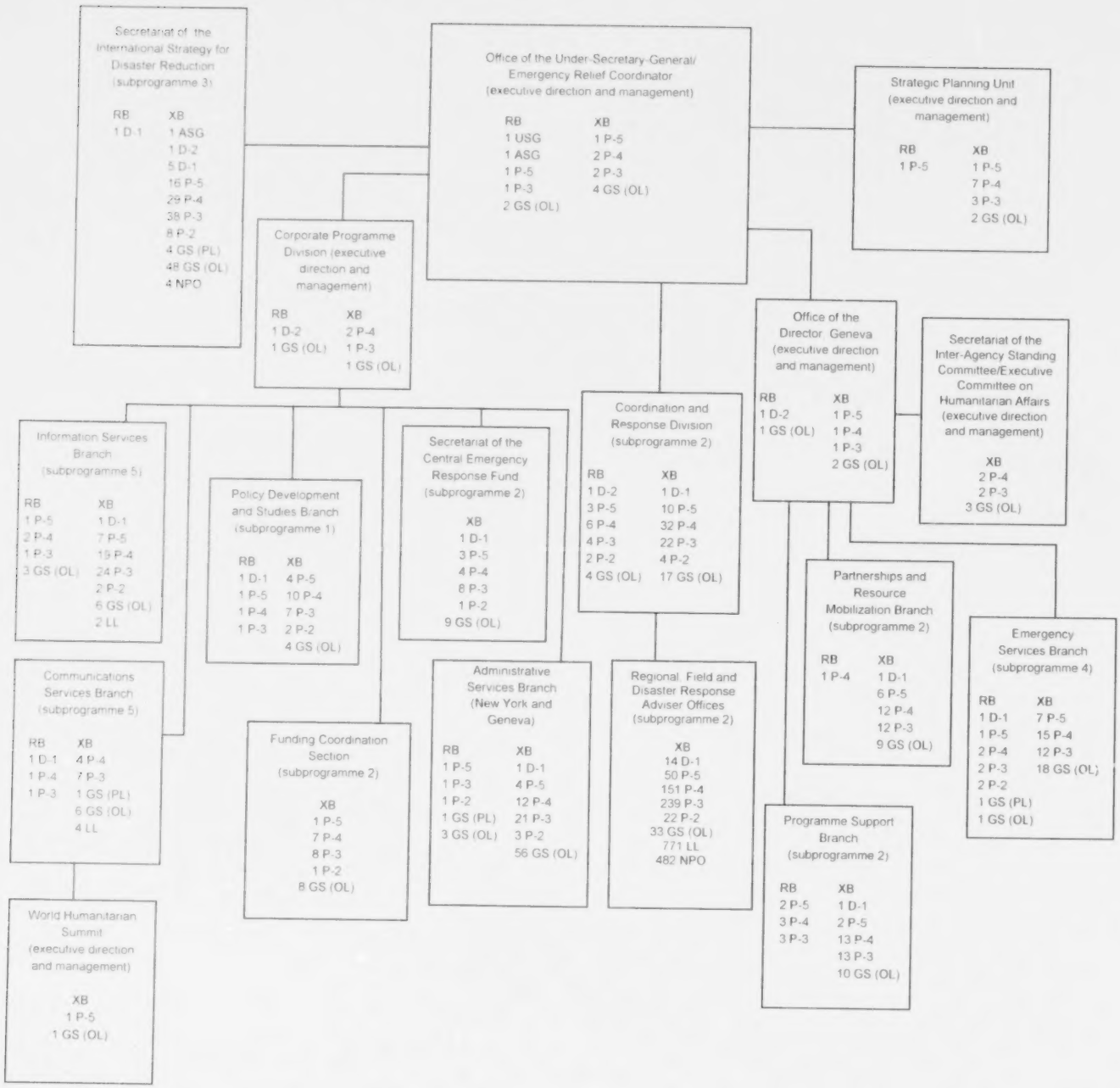
| | *Resources (thousands of United States dollars)* | | *Posts* | |
|---|---|---|---|---|
| | *2014-2015* | *2016-2017 (before recosting)* | *2014-2015* | *2016-2017* |
| Regular budget | | | | |
| Post | 1 823.3 | 1 823.3 | 7 | 7 |
| Non-post | 2 483.1 | 2 326.5 | – | – |
| **Subtotal** | **4 306.4** | **4 149.8** | **7** | **7** |
| Extrabudgetary | 54 499.6 | 56 359.4 | 97 | 97 |
| **Total** | **58 806.0** | **60 509.2** | **104** | **104** |

27.67 The requirements for staffing in the amount of $1,823,300 would provide for the continuation of seven posts (1 P-5, 1 P-3, 1 P-2, 1 General Service (Principal level) and 3 General Service (Other level)) in the Administrative Services Branch. The non-post resources in the amount of $2,326,500, reflecting a decrease of $156,600, would provide for various operating requirements to enable the Office to carry out the activities described above. The decrease in non-post resources is in line with General Assembly resolution 69/264 (efficiencies).

27.68 Projected extrabudgetary resources in the amount of $56,359,400 would provide for 97 posts (1 D-1, 4 P-5, 12 P-4, 21 P-3, 3 P-2 and 56 General Service (Other level)), which includes 27 posts in the Administrative Services Branch in New York and 70 posts in the Administrative Services Branch in Geneva, as well as for non-post resources for various operational requirements to enable the offices to carry out their activities.

# Annex I

## Organizational structure and post distribution for the biennium 2016-2017


Secretariat of the International Strategy for Disaster Reduction (subprogramme 3)
RB: 1 D-1
XB: 1 ASG, 1 D-2, 5 D-1, 16 P-5, 29 P-4, 38 P-3, 8 P-2, 4 GS (PL), 48 GS (OL), 4 NPO
Office of the Under-Secretary-General/ Emergency Relief Coordinator (executive direction and management)
RB: 1 USG, 1 ASG, 1 P-5, 1 P-3, 2 GS (OL)
XB: 1 P-5, 2 P-4, 2 P-3, 4 GS (OL)
Strategic Planning Unit (executive direction and management)
RB: 1 P-5
XB: 1 P-5, 7 P-4, 3 P-3, 2 GS (OL)
Corporate Programme Division (executive direction and management)
RB: 1 D-2, 1 GS (OL)
XB: 2 P-4, 1 P-3, 1 GS (OL)
Office of the Director, Geneva (executive direction and management)
RB: 1 D-2, 1 GS (OL)
XB: 1 P-5, 1 P-4, 1 P-3, 2 GS (OL)
Secretariat of the Inter-Agency Standing Committee/Executive Committee on Humanitarian Affairs (executive direction and management)
XB: 2 P-4, 2 P-3, 3 GS (OL)
Information Services Branch (subprogramme 5)
RB: 1 P-5, 2 P-4, 1 P-3, 3 GS (OL)
XB: 1 D-1, 7 P-5, 15 P-4, 24 P-3, 2 P-2, 6 GS (OL), 2 LL
Policy Development and Studies Branch (subprogramme 1)
RB: 1 D-1, 1 P-5, 1 P-4, 1 P-3
XB: 4 P-5, 10 P-4, 7 P-3, 2 P-2, 4 GS (OL)
Secretariat of the Central Emergency Response Fund (subprogramme 2)
XB: 1 D-1, 3 P-5, 4 P-4, 8 P-3, 1 P-2, 9 GS (OL)
Coordination and Response Division (subprogramme 2)
RB: 1 D-2, 3 P-5, 6 P-4, 4 P-3, 2 P-2, 4 GS (OL)
XB: 1 D-1, 10 P-5, 32 P-4, 22 P-3, 4 P-2, 17 GS (OL)
Partnerships and Resource Mobilization Branch (subprogramme 2)
RB: 1 P-4
XB: 1 D-1, 6 P-5, 12 P-4, 12 P-3, 9 GS (OL)
Emergency Services Branch (subprogramme 4)
RB: 1 D-1, 1 P-5, 2 P-4, 2 P-3, 2 P-2, 1 GS (PL), 1 GS (OL)
XB: 7 P-5, 15 P-4, 12 P-3, 18 GS (OL)
Communications Services Branch (subprogramme 5)
RB: 1 D-1, 1 P-4, 1 P-3
XB: 4 P-4, 7 P-3, 1 GS (PL), 6 GS (OL), 4 LL
Funding Coordination Section (subprogramme 2)
XB: 1 P-5, 7 P-4, 8 P-3, 1 P-2, 8 GS (OL)
Administrative Services Branch (New York and Geneva)
RB: 1 P-5, 1 P-3, 1 P-2, 1 GS (PL), 3 GS (OL)
XB: 1 D-1, 4 P-5, 12 P-4, 21 P-3, 3 P-2, 56 GS (OL)
Regional, Field and Disaster Response Adviser Offices (subprogramme 2)
XB: 14 D-1, 50 P-5, 151 P-4, 239 P-3, 22 P-2, 33 GS (OL), 771 LL, 482 NPO
Programme Support Branch (subprogramme 2)
RB: 2 P-5, 3 P-4, 3 P-3
XB: 1 D-1, 2 P-5, 13 P-4, 13 P-3, 10 GS (OL)
World Humanitarian Summit (executive direction and management)
XB: 1 P-5, 1 GS (OL)

# Annex II

## Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

| *Brief description of the recommendation* | *Action taken to implement the recommendation* |
|---|---|
| **Board of Auditors** | |
| (A/69/5 (Vol. I), chap. II) | |
| The Board recommends that the Office for the Coordination of Humanitarian Affairs perform a skills needs assessment of the standard fund management process as described in the latest guidance and develop a costed training plan for staff at all levels, including increasing management capability both in the field and in headquarters (para. 100). | The Office for the Coordination of Humanitarian Affairs plans to develop a training package for staff involved in fund management and other stakeholders in line with the development and roll-out of the global guidelines for country-based pooled funds. The Office plans to identify areas where it should make more investment to ensure sufficient management capacities both in headquarters and at the field level. |
| The Board recommends that the Office for the Coordination of Humanitarian Affairs require clusters and technical review boards to strengthen the consideration of previous project and implementing partner performance when recommending a project for approval by the humanitarian coordinator. This should include an assessment of: the non-governmental organizations concerned, including past delivery performance across United Nations entities, and due diligence on the company and key individuals; the type of project, including the likelihood of successful delivery of the intended benefits, for example distribution of cash vouchers (high risk) versus construction (lower risk); the location of the project, and the ability to monitor progress (para. 103). | A capacity assessment of implementing partners is one of the pillars of the accountability framework that was launched jointly with revised country-based pooled fund guidelines at the end of 2014. Implementation has already begun for certain high-risk countries. The capacity assessment will successively be rolled out in all country operations of the Office starting with the high-risk ones. In relation to the non-governmental organizations concerned, the grants management system will ensure proper feedback mechanisms on past performance of implementing partners. |
| The Board recommends that the Office for Coordination of Humanitarian Affairs, working with the various stakeholder organizations involved, document operational and financial accountability for the management of country-based pooled funds at both the global and country levels (para. 112). | The Office for the Coordination of Humanitarian Affairs has begun rolling out the grants management system, a web-based platform that supports the management of the grant life cycle for all country-based pooled funds, by systematic tracking of grant-related documentation. The system was piloted in Afghanistan and Somalia and the Sudan and was subsequently rolled out in the Central African Republic, South Sudan, Jordan, Lebanon, the Syrian Arab Republic, Turkey, Yemen and the State of Palestine, as well as for the special fund of Saudi Arabia. In 2015, the system will be expanded to include Colombia, the Democratic Republic of the Congo, Ethiopia, Pakistan and Myanmar. |

| *Brief description of the recommendation* | *Action taken to implement the recommendation* |
|---|---|
| The Board recommends that the Office for the Coordination of Humanitarian Affairs work with other United Nations entities to establish formal requirements for information-sharing on the performance of implementing partners in each country office (para. 114). | On 11 July 2014, the Office for the Coordination of Humanitarian Affairs expressed its concerns to the United Nations Development Group and the High-level Committee on Management of the United Nations System Chief Executives Board for Coordination regarding the different treatment of non-governmental organizations by United Nations operational agencies in relation to allegations of fraud. At those meetings, the Office called for the establishment of a formal requirement for information-sharing on the performance of implementing partners. In order to help resident coordinators/humanitarian coordinators improve operational coordination, the United Nations organizations will work together to develop a common policy framework for risk management and information-sharing across the system. |
| The Board recommends that the Office for the Coordination of Humanitarian Affairs accelerate implementation of the improved controls established in the global guidance and accountability framework. This should be done with a more risk-based and flexible approach to the management of implementing partners in country operations involving: (a) risk assessments to vet implementing partners to create a pool of trusted suppliers; (b) revised funding arrangements where high-risk implementing partners receive an initial payment lower than the current initial 80 per cent payment; (c) enhanced monitoring arrangements where, for example, high-risk projects should be subject to interim audits/inspections using audit access rights, while monitoring of lower-risk could be based on visits from regional staff; (d) working with the Office of Legal Affairs to strengthen the current memorandum of understanding between the Office for the Coordination of Humanitarian Affairs and implementing partners (para. 125). | The global guidelines for country-based pooled funds will introduce a comprehensive accountability framework. One of its main pillars will be a capacity assessment of implementing partners. The roll-out of the assessments has already begun in high-risk countries and will successively continue in all other operations of the Office for the Coordination of Humanitarian Affairs. The accountability framework will also include tools and suggest procedures for a more systematic approach to a risk-based management of implementing partners. The tool has different layers of control depending on the type of implementing partner (i.e. United Nations agency, non-governmental organization), the assessed risk level of the partner based on the capacity assessment and the value and duration of the respective project. These variations are defined as the "operational modalities" for non-governmental implementing partners and consist of (a) adjusting the number and percentage of disbursements tranches, (b) the funding ceiling, (c) the number and depth of field monitoring visits, (d) financial spot checks, (e) the frequency and depth of narrative and financial reporting and (f) the regularity of partner audits. The Office for the Coordination of Humanitarian Affairs is working with the Office of Legal Affairs on the revision of the current memorandum of understanding with implementing partners, which includes strengthened provisions on risk management. |

# Annex III

## Outputs included in the biennium 2014-2015 not to be delivered in 2016-2017

| *A/68/6 (Sect. 27)* | *Output* | *Quantity* | *Reason for discontinuation* |
|---|---|---|---|
| **Subprogramme 3. Natural disaster risk reduction** | | | |
| 27.43 (b) (i) | Periodic newsletters for three regions (Africa, Asia, Latin America and the Caribbean) | 1 | Obsolete<br>UNISDR headquarters has successfully transitioned from a newsletter-focused news and information dissemination approach to a web and social media-focused strategy. The news and updates are being posted regularly on UNISDR's corporate website, Twitter and Facebook accounts. |
| 27.43 (b) (iii) | Consultations on the post-2015 disaster risk reduction framework | 1 | Obsolete<br>The 10-year international disaster risk reduction framework, the Hyogo Framework for Action 2005-2015: Building the Resilience of Nations and Communities to Disasters, is scheduled to end in 2015. The consultations on the post-2015 framework for disaster risk reductions were organized in 2014-2015 for the development of a successor framework to the Hyogo Framework for Action. All the planned consultations with the stakeholders have already been completed and the first draft of the post-2015 framework for disaster risk reduction has been developed. The draft was presented to the third World Conference on Disaster Risk Reduction, which adopted the Sendai Framework for Disaster Risk Reduction 2015-2030 on 18 March 2015. Therefore, no further consultations are required in 2016-2017. |
| | **Subtotal** | 2 | |
| **Subprogramme 4. Emergency support services** | | | |
| 27.51 (a) (i) | Report on relief goods in stock at the United Nations Logistics Base at Brindisi, Italy | 1 | Obsolete<br>The Office for the Coordination of Humanitarian Affairs Brindisi warehouse project was evaluated by an external consultant in 2014. During the review, it became apparent that the agreements between the Office and the three donors, Ireland, Italy and Norway, were unlikely to be renewed. Consequently, the project will be closed and the current assets will be handed over or returned to the donors under the umbrella of the United Nations Humanitarian Response Depot. |

| A/68/6 (Sect. 27) | Output | Quantity | Reason for discontinuation |
|---|---|---|---|
| 27.51 (c) | Maintenance and replenishment of stocks of disaster relief supplies (non-food, non-medical) at the Brindisi warehouse | 1 | Obsolete<br>The Office for the Coordination of Humanitarian Affairs Brindisi warehouse project was evaluated by an external consultant in 2014. During the review, it became apparent that the agreements between the Office and the three donors, Ireland, Italy and Norway, were unlikely to be renewed. Consequently, the project will be closed and the current assets will be handed over or returned to the donors under the umbrella of the United Nations Humanitarian Response Depot. |
| | **Subtotal** | **2** | |
| **Subprogramme 5. Humanitarian emergency information and advocacy** | | | |
| 27.57 (a) (v) | Maintenance of the Integrated Regional Information Network news service on humanitarian issues | 1 | Obsolete<br>After almost 20 years as part of the United Nations, the humanitarian news service Integrated Regional Information Network is becoming an independent non-profit media venture, with the support of a major private donor, starting on 1 January 2015. |
| | **Subtotal** | **1** | |
| | **Total** | **5** | |